

# Collective Bargaining and Employee Prosocial Behaviour in the Hospitality Sector in Port Harcourt

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## ABSTRACT

This study primarily examined the relationship between collective bargaining and employee prosocial behaviour in the hospitality sector in Port Harcourt. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of the study was 1674 employees of 11 selected hotels in Port Harcourt. The sample size was also drawn using the Krejcie and Morgan (1980) sample size determination table. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level. The findings revealed that there is a significant relationship between collective bargaining and employee prosocial behaviour in the hospitality sector in Port Harcourt. Hence, the study concludes that collective bargaining positively enhances employee prosocial behaviour in the hospitality sector in Port Harcourt. Implying that when organizations in hospitality sector actively engage in joint consultation practices, such as open communication, collaboration, and employee involvement in decision-making, there is a notable improvement in prosocial behaviors among employees. Therefore, the study recommends that there is a need to strengthen collective bargaining platforms which involves creating structured forums where both management and employees can engage in meaningful discussions. This could include regular town hall meetings, feedback sessions, and collaborative workshops. By fostering an environment of open communication, these platforms can serve as a foundation for building a positive relationship between stakeholders.

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**KEYWORDS:** *Collective Bargaining, Employee Prosocial Behavior, Whistleblowing, Volunteering, Co-Worker Support*

## INTRODUCTION

Work organizations are faced with the challenges of operating within business environment that has become increasingly dynamic with characteristic volatility. In addition, recent technological breakthroughs and globalization practices have also stimulated hyper-competition with increased rate of labour mobility and turnover (Alimora & Jonah, 2011; Damsah & Gilbert, 2016). The implication of this is that a committed workforce with knack for extra-roles that support attempts at gaining competitive advantage becomes fundamental and strategic. Aside formal roles assigned to employees, the strategic nature of employees in attending to arising concerns, stretching towards functional and informal voluntary involvement is emphasized. Latef

and Azeez (2018) posit that attracting a committed workforce remain central in the face of the evolving competition and further described such workforce as resilient, innovative and dedicated to work goals. The expressed features are simply conceptualized as prosocial behaviour in the works of Brief and Motowildo (1986).

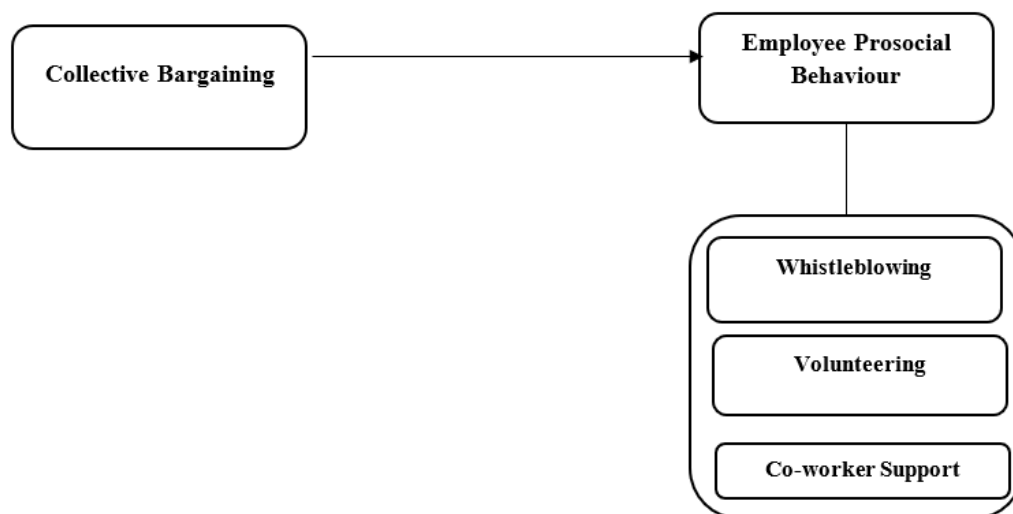
In the sphere of industrial relations, collective bargaining refers to the process in which procedures are collectively agreed and conditions of employment and wages are settled by means of negotiation between association of employee or employers and works in organization. Even though these agreements are not legally bonding; they do have some elements

of force. (www.mbaknol.com) William (2009) posits that collective bargaining is a Method adopted for resolution of industrial problems between the representative of employer and the freely designated representatives of the employees acting collectively with a minimum of government dictation. What can be observed from the above definition is that collective bargaining is a process; employee dignity is recognized an enhanced based on their participation in the formation of their conditions and terms of employment. It extends to cover democratic values and ideas which are judiciously used for organizational effectiveness. It is a political relationship whereby trade union shares industrial sovereignty or power over employees who are the governed. Management and union hold jointly the sovereignty in the process of bargaining. In fact, it is

a power relationship which takes the form of a measure of power-sharing between trade union and management.

The purpose of this paper therefore was to examine the relationship between collective bargaining and employee prosocial behavior in the hospitality sector in Port Harcourt. The specific objectives of the study included:

1. To examine the relationship between collective bargaining and whistleblowing in the hospitality sector in Port Harcourt.
2. To examine the relationship between collective bargaining and volunteering in the hospitality sector in Port Harcourt.
3. To determine the relationship between collective bargaining and co-worker support in the hospitality sector in Port Harcourt.



**Figure 1: conceptual model for the relationship between collective bargaining and employee prosocial behavioural outcomes.**

Source: Desk Research (2023)

## LITERATURE REVIEW

### Theoretical Foundation

#### The Social Exchange Theory

It is a psychological theory that explains the social variables that possess influential force in person's interaction in a reciprocal relationship. The social exchange theory notes that employees respond positively towards the organization when they are favourably treated. In other words, positive organizational behaviour and job commitment is assured when there is the feeling of encouragement from the organization. The theory associated attitude and dedication to democracy via organizational behaviour (Indradevi, 2010). The attitude displayed by employees could be directed both to the organization and co-workers by extension in the form of altruism and other prosocial behaviour. The fundamental anchor on the social exchange theory is that the parties involved voluntarily exchange and give benefits to each other (Chinomona, 2012). Such benefits usually invoke obligations from one party to reciprocate the benefit in return (Yoon and Sur, 2005).

Blau (1964) therefore, expressed social exchange theory as a voluntary action of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others. This assertion is in line, owing to the fact that social exchange results in feelings of obligations, appreciation and trust which further lay a foundation for social solidarity and order without necessarily having a binding contracts (Yoon and Sur, 2003; Thye *et al.*, 2002). In the words of Lavelle *et al.* (2009), social exchange relationship can be described as "Subjective, Relationship-Oriented contracts between employers and employees characterized by a mutual exchange of socio-emotional benefits". Relating the theory of social exchange to this current study, this research

opines that efforts by managers or owners of organizations to provide work environment that promotes and encourages workers display of democracy by way of fairness, and job satisfactions among other factors are most likely to stimulate employee pro-social behaviour with its consequential effect on improved performance, improved competitiveness, viability and growth in the long turn.

### **Collective Bargaining**

The concept of collective bargaining is derived from a combination of two words: Collective and Bargaining. Collective refers to group action through representative. From management perspective, the concept denotes the management's delegates at the bargaining table while from the angle of workers; it connotes a local firm membership which represent the Union. Bargaining as a term is synonymous with negotiation. There is element of flexibility in the place of fixed position. The term according to Rose (2008) was originated by Webb to describe the process of agreeing terms and conditions of employment via representatives of employers (and possibly their association) and employee representatives (probably their unions). Collective bargaining in the view of Rose (2008) is the process whereby representatives of employee and employers determine and regulate decisions concerning both substantive and procedural issues within the employment relationship. The result of this process is collective agreement. Collective agreement is enshrined in Article 2 of the Right to organize and Collective Bargaining Convention of 1948. In terms of the Act, collective agreement mean, any agreement in writing for the settlement of dispute relating to terms of employment and physical conditions of work concluded between: (a) an employer a group of employers or organizations representing workers or the duly appointed representative of anybody or workers.

Webb & Webb (1965) used the term to describe negotiation on conditions of service and terms of employment between employers and employees or between employers' association and trade unions. Flowing from this definition, collective bargaining covers all arrangements in which workers do not enter into negotiation with their employers by themselves but such negotiation is carried out collectively through their representatives; Extensive issues such as job grading and classification, wages, hours of work, promotions, increments, retirement, annual leave, etc are covered by the process of collective bargaining. Negotiable issues that is capable of resulting in industrial disputes fall within the domain of collective bargaining. Sociopolitical matters like the election tribunal are also by extension part of collective bargaining.

In the sphere of industrial relations, collective bargaining refers to the process in which procedures are collectively agreed and conditions of employment and wages are settled by means of negotiation between association of employee or employers and works in organization. Even though these agreements are not legally bonding; they do have some elements of force. (www.mbaknol.com) William (2009) posits that collective bargaining is a Method adopted for resolution of industrial problems between the representative of employer and the freely designated representatives of the employees acting collectively with a minimum of government dictation. What can be observed from the above definition is that collective bargaining is a process; employee dignity is recognized an enhanced based on their participation in the formation of their conditions and terms of employment. It extends to cover democratic values and ideas which are judiciously used for organizational effectiveness. It is a political relationship whereby trade union shares industrial sovereignty or power over employees who are the governed. Management and union hold jointly the sovereignty in the process of bargaining. In fact, it is a power relationship which takes the form of a measure of power-sharing between trade union and management.

### **Concept of Prosocial Behaviour**

The concept of prosocial behaviour is faced with a lot of definitional issues even as much work has been dedicated to the demystification of prosocial behaviour construct, with related terms such as extra role behaviours or positive citizenship behaviours (Brief & Motowidlo, 1986; Organ, 1988, Zellars *et al.*, 2002). As Baruch, *et al.* (2004) rightly noted that there may exist no clear-cut definition of pro-social; behaviour in literature even as a glaring overlap is observed with other similar concepts. For instances, Brief & Motowidlo (1986) in their study noted 13 specific kinds of behaviour from employees that are considered pro-social premised on their belief that the various behaviour may be organizationally functional, individually functional, or dysfunctional. For instance, an old employee in the workplace volunteering to mentor a new employee contributes positively towards the organization's goals. Conversely, an employee offering assistance to co-worker adjudged to be publicly critical of the workplace or even indulge in behaviours considered counterproductive or inimical to the organizational goals and integrity in the eyes of other stakeholders could be viewed as organizationally dysfunctional pro-social behaviours (Vardi & Weitz, 2004).

Even with the observation of definitional issues on pro-social behaviour, Brief & Motowidlo (1986) gave a striking, practically understandable definition by suggesting the following: “pro-social behaviour is behaviour which is (a) performed by a member of an organization, (b) directed towards an individual, group, or organization with whom he or she interacts while carrying out his or her organizational role, and (c) performed with the (intention of promoting the welfare of the individual, group, organization towards which it is directed” . In another perspective, Organ and Konovsky (1989) Defined pro-social behaviour as a kind of behaviour which reflects a combination of social and economic exchange association with the organization. Staw (1984) supported the position of Brief and Motowidlo (1986) when he opined that pro-social behaviour as a construct should not be viewed only from the perspective of actions towards individuals, but also actions towards the organization on employee works. In addition to individually function and organizationally functional prosocial behaviour of employees, there is also the employee pro-social behaviour that is considered role prescribed and those that are extra role (Brief & Motowidlo, 1986).

## **Measures of Employee Behavioural Outcomes**

### **Whistle Blowing**

The concept of whistleblowing has recently been seen in organizations as a subject that requires a systematic study that attracts the attention of the authorities and the public (Near and Miceli, 1985). Researchers discuss the concept of whistleblowing in variety of fields including psychology, sociology, ethics, law and public policy. Both organization and government policy-makers are greatly interested in the successful implementation of legal and organizational stems to promote the reporting of illegal or unethical behaviors. However, researchers can only offer limited number of recommendations for the design and implementation of such systems without establishing a comprehensive theoretical framework on whistleblowing (Park, 2009). The concept of whistleblowing which began to take place in the literature in the 1990s started to be used with the whistling of British policemen to warn criminals. The concept of whistleblowing has been also used in organizations along with the announcement of illegal practices and the disallowance of non-disclosure of those who carry out such practices in many companies.

The terms organizational wrongdoing, organizational misconduct, malpractice and wrongdoing are widely used to explain the concept of whistleblowing (Yarmaci, 2018). Whistleblowing is expressed as the disclosure of illegal, unethical, or illegitimate practices under the control of employers by members of the organization (former or present) to persons or organizations that may affect the action (Near and Miceli, 2011). Elliston (2012) likened civil disobedience, an action that a person performs for moral reasons, to whistleblowing in his study. According to Bouville (2008), whistleblowing is explained as reporting information that an employee (or former employee) believes to be unethical or illegal behavior to the senior management (internal whistleblowing) or the external authority or the public (external whistle-blowing). In addition, whistleblowing is understood as a form of worker assertion or opposition in the endless war between labor and management, i.e. as a new form of worker resistance, in order to control the worker (Rothschild and Miethe, 1999).

### **Volunteering**

Volunteering as related to extra role-efforts, is the act of an employee getting involved in additional task which may or may not be connected to the job assigned to him/ her with the intention of rendering assistance to the organization (Brief & Motowidlo, 1986). Volunteering activities by employees in the workplace may include: volunteering for activities in the workplace such as committee assignments, speaking involvement. It could also entail simply taking actions/ steps when necessary with a view to correcting non-standard conditions, to remove obstacles to smoothen the way for organizational processes, and to protect the organization from unexpected occurrence (Brief & Motowidlo, 2016).

Penner (2002) expressed volunteering as a long-term planned and non-obligatory form of helping individuals as coworkers or the organization. It is a practice that ensues in a formal organizational setting. In a supportive effort Pearce and Amato (1980) argued that volunteering is one endpoint as the most planned and formal form of helping. Research conducted (Penner, 2002) on antecedents of volunteering basically focused on two theoretical approaches which are the dispositional and the motivational approaches. Penner (2002) contend that other oriented empathy and helpfulness are really the most vital and significant predictors for employee volunteerism. While Omoto and Snyder (1995) established that self-attributed motivational underpinnings predict volunteering. Longitudinal studies provide evidence that prosocial behaviour such as volunteering add to psychological well-being (Li & Ferarro, 2005; Thoits & Hewith, 2001). Volunteering as a measure of prosocial behaviour is expressed differently and also has unique connotations in different countries and culture (Dekker & Halman, 2003).



Wilson (2000) defined volunteering as any activities in which an individual invest his/her own time freely with the primary aim of benefiting others. It is usually without payment negotiation and also not obligatory, but however takes place within the context of an organization (Dekker & Halman, 2003). Even though there is no negotiation of payment, volunteers are not precluded from whatsoever benefit that comes out from the work (Vohra & Bathini, 2014). Volunteering covers a wide spectrum of activities, which could be influenced by different and self-efficacy belief traits, and values. To further bring the term to light, it is pertinent to consider the action of volunteering in two perspectives; prosocial or helping perspective and delegation involvement perspective (Vohra & Bathini, 2014). They however noted that volunteering activity can involve both helping and delegation involvement perspectives.

### **Co-worker Support**

Co-worker support involves assisting one's co-worker. It has to do with employee's willingness to help members of the organization tackle difficulties or challenges encountered by colleague in the course of their job task (Boundenghan *et al.*, 2012). Help is seen as various kind of assistance that is directed towards the nature of identified problem. Helping behaviour is a type of prosocial behaviour in which employee in the workplace goes beyond his/her way to render assistance to co-workers in the organization, ostensibly, to ensure successful execution and completion of their jobs (Organ 1988). Helping co-workers adds value not only to group or peer performance but also contributes towards effectiveness of the organization and employees, own well-being. When employees in the workplace involve themselves in such act, they boost the quantity and quality of peer performance (Podsakoff, Ahearne, & Mackenzie, 1997), enhance performance among group of employees in the workplace (Bachrach, Powell, Collins, & Richey, 2006).

Borman and Motowidlo (1993) add that employee engagement in helping behaviour also increase the organization's competitive advantages and enjoy high levels of association satisfaction for themselves (Hoption, 2016), Turnispeed (2002) argued that the tendency for an employee to voluntarily reach out to other coworkers in the workplace to assist them complete their assigned tasks has vital ethical component, in that the notion of being good stems from employees, values and ethics. Efforts have been made by researches in determining possible factors which can either promote or threaten the possibility of employee engaging in helping act (Deckop, Cirka, & Andersson, 2003; Tang *et al.*, 2008). Meanwhile, prior studies by scholars address various factors, capable of promoting employee helping behaviour, including intrinsic and prosocial motives (Tang *et al.*, 2008), affirmative treatment by coworkers (Deckop *et al.*, 2003), group cohesion and cooperation (Liang, Shih, & Chiang, 2015; Ng & Vandyne, 2005).

### **Collective Bargaining and Employee Prosocial Behaviour**

Zaidi (2019) noted that collective bargaining remains a vital mechanism for crafting inclusive policy framework that share of the organizational vision and mission and at same time ensure smooth and efficient planning, proffer solution to question arising from within the workplace and for the organization's leadership. This is so because organizations comprise of individuals who come into the business with their personal values, desires and goals. Milliman *et al.* (2003) contend that collective bargaining is the estate in which an employee experiences a high sense of alignment existing between their individual values and the organization's purpose and mission. Collective bargaining entails an interaction that ensues between individual in the workplace with the organization's aim of being in existence (Mitroff and Denton, 1999).

Employees seeing their personal values aligned with the corporate values engage also in prosocial acts that benefit coworkers and the organization directly or indirectly. This can be seen in the view of Hawley (1993) who posited that part of living by one's inner truth involves working in an organization with integrity and a purpose that is beneficial to others beyond simply making a profit. Aligning with this position, Milliman *et al.* (2003) went further to state that employees' wish is to be engaged in an organization whose main goal is beyond promoting a good corporate image, but ethics or integrity and make a larger contribution to the welfare of employees working in the organization, customers, and society at large. From the foregoing discourse, the study hypothesized thus:

- H<sub>01</sub>:** There is no significant relationship between collective bargaining and whistleblowing in the hospitality sector in Port Harcourt.
- H<sub>02</sub>:** There is no significant relationship between collective bargaining and volunteering in the hospitality sector in Port Harcourt.

**H03:** There is no significant relationship between collective bargaining and co-worker support in the hospitality sector in Port Harcourt

## METHODOLOGY

The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of the study was 1674 employees of 11 selected hotels in Port Harcourt. The sample size was also drawn using the Krejcie and Morgan (1980) sample size determination table. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level.

## DATA ANALYSIS AND RESULTS

Table 1 below shows the result of correlation matrix obtained for collective bargaining and Measures of employee prosocial behaviour. Also displayed in the table is the statistical test of significance (p - value).

**Table 4.14: Correlations Matrix for Collective Bargaining and Measures of Employee Pro-Social Behaviour**

			Collective Bargaining	Whistle Blowing	Volunteering	Co-Worker Support
Spearman's rho	Collective Bargaining	Correlation Coefficient	1.000	.763**	.918**	.828**
		Sig. (2-tailed)	.	.000	.000	.000
		N	268	268	268	268
	Whistle Blowing	Correlation Coefficient	.763**	1.000	.767**	.696**
		Sig. (2-tailed)	.000	.	.000	.000
		N	268	268	268	268
	Volunteering	Correlation Coefficient	.918**	.767**	1.000	.628**
		Sig. (2-tailed)	.000	.000	.	.000
		N	268	268	268	268
	Co-Worker Support	Correlation Coefficient	.828**	.696**	.628**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	268	268	268	268
**. Correlation is significant at the 0.01 level (2-tailed).						

*Source: SPSS 23.0 data Output, 2022*

Table 4.14 explains the test for the next three previously postulated hypotheses:

**H01:** There is no significant relationship between collective bargaining and whistleblowing in the hospitality sector in Port Harcourt.

From the result in table 4.14, it is shown that a strong positive relationship exists between collective bargaining and whistleblowing in the hospitality sector in Port Harcourt. The *rho* value 0.763 indicates the strength and magnitude of this relationship which answers the research question four. Also, the relationship is significant at  $p = 0.000 < 0.01$ , therefore, based on these empirical findings, the previously stated bivariate null hypothetical statement is hereby rejected and the alternate is accepted as the study finds that: There is a significant relationship between collective bargaining and whistleblowing in the hospitality sector in Port Harcourt.

**H02:** There is no significant relationship between collective bargaining and volunteering in the hospitality sector in Port Harcourt.

From the result in table 4.14, it is shown that a strong positive relationship exists between collective bargaining and volunteering in the hospitality sector in Port Harcourt. The *rho* value 0.918 indicates the strength and magnitude of this relationship which answers the research question five. Also, the relationship is significant at  $p = 0.000 < 0.01$ , therefore, based on these empirical findings, the previously stated bivariate null hypothetical statement is hereby rejected and the alternate is accepted as the study finds that: There is a significant relationship between collective bargaining and volunteering in the hospitality sector in Port Harcourt.

**H03:** There is no significant relationship between collective bargaining and co-worker support in the hospitality sector in Port Harcourt.

From the result in table 4.14, it is shown that a strong positive relationship exists between collective bargaining and co-worker support in the hospitality sector in Port Harcourt. The *rho* value 0.828 indicates the strength and magnitude of this relationship which answers the research question six. Also, the

relationship is significant at  $p = 0.000 < 0.01$ , therefore, based on these empirical findings, the previously stated bivariate null hypothetical statement is hereby rejected and the alternate is accepted as the study finds that: There is a significant relationship between collective bargaining and co-worker support in the hospitality sector in Port Harcourt.

### DISCUSSION OF FINDINGS

The first, second and third hypotheses sought to examine the relationship between collective bargaining and employee prosocial behaviour. Hence it was hypothesized that there is no significant relationship between collective bargaining and employee prosocial behaviour. These hypotheses were tested using the Spearman Rank Order Correlation Technique. Data analysis discovered that there is a positive and significant relationship between collective bargaining and employee prosocial behaviour.

Our finding agreed with previous study according to a survey by Zhang (2019) who explored the effect of workplace ostracism on unethical pro-organizational behavior, by focusing on the moderating role of value alignment of WPS. The study found that ostracized individuals are more likely to engage in unethical prosocial behaviour when they embrace high value alignment with the organization. To further support this, Hameed, Khan, Islam, Sheikh, & Naeem (2020) tested an integrative model incorporating the indirect effects of green human resource management practices on employee organizational citizenship behavior toward environment, through green employee empowerment. The study investigated the moderating effect of individual green values on organizational citizenship behaviour of employees. The results of structural regression revealed that green human resource management has a significant indirect effect on organizational citizenship behaviour of employees through green employee empowerment.

### CONCLUSION AND RECOMMENDATION

The idea which necessitated this study was to examine the relationship between collective bargaining and employee prosocial behaviour in the hospitality sector in Port Harcourt. From the data generated and analyzed, it was empirically discovered that a strong positive and significant relationship between workplace democracy and employee prosocial behaviour in the hospitality sector in Port Harcourt. Based on results and the findings of the present study, our study revealed that as joint consultation, collective bargaining and delegation increases, it increases the employee prosocial behaviour in the hospitality sector in Port Harcourt.

Therefore, the study recommends that the study also recommends that collective bargaining outcomes should be strictly adhered by organizational managers in order to instigate employee psychological attachment hence prosocial behaviour in the form of volunteering and co-worker support.

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